

Applied Leadership and Management in the Workplace
Module Assignment Submission

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Introduction

The hospitality industry is highly competitive, making it essential for hotels to understand their guests and consistently deliver high-quality service. The Customer experience is a customer's interaction with a business, spanning from initial engagement through to post-purchase support (Johar, 2026). This report focuses on how customer relationships, quality management and the customer experience contribute to creating customer value and achieving long-term business success within a hotel environment. It explores the importance of customer relationships through customer value, customer centrality, segmentation and Customer Relationship Management (CRM), before examining how quality management approaches, including Total Quality Management (TQM) and Deming's Plan-Do-Check-Act (PDCA) cycle, support continuous improvement, enhance the customer experience and encourage customer satisfaction, loyalty and retention.

Section 1: Understanding Customer Relationships

Rastegar-Panah, (2026) states that Every customer interaction has an impact, building strong customer relationships will help your company's success. Customer relationships are the interactions between the company and the customer throughout the whole customers journey from the research to finding the company all the way through to the after care of the service received. Creating positive experiences and developing strong relationships that encourage guests to return.

1.1 Customer Loyalty

Customer loyalty is a customer (known as guests in the hospitality industry) who willingly choose to repeatedly return and engage with the business over a period of time. It is an important part of building strong relationships with customers as this loyalty will encourage guests to book repeat visits, leave positive reviews and make personal recommendations to friends and family. It is formed by creating a positive customer experience and is essential to the hospitality industry. Haris Chechi, (2023) informs us that hospitality businesses should focus on creating loyal customers by offering quality service, great amenities and excellence.

Understanding the difference between customer acquisition and customer retention is important while there are many ways to acquire new customers with great marketing schemes and using offers and promotions these are not financially viable to a business to maintain long term. Creating repeat guests can come down to the staff's ability to provide an excellent level of care and service while the guest is on site, following up with personal contact for feedback upon departure and then when a guest returns remembering them and their preferences using the knowledge management you

acquired during previous visits and leaving personalised touches in the rooms or free upgrades.

Customer loyalty can be divided into 2 groups behavioural and attitudinal loyalty behavioural is more a habit or convenience loyalty where a guest will know the hotel know the location and be happy with the familiarity of the place whereas attitudinal loyalty reflects on the guest's emotional attachment built on trust and preference. They choose to stay because of positive experiences and satisfaction these guests are more likely to make personal recommendations.

Loyalty schemes are used by many hotels offering members discounted rates and bonus points to use against in house services this can help get repeat bookings but can encourage guests to book for these rewards, a more financial conscious way to encourage this is by providing excellent service, care and being consistent throughout all areas.

1.2 Customer Value

Customer value can be viewed from two perspectives the value customers receive from a business and the value the customers create for the business.

1.2.1 Benefits for the customer

Blog (2026) informs us that Customer Value is the benefit a customer believes they are getting from a product or service against the items cost. This value is based on not only the price but the quality, convenience, time, effort and overall experience. Within the hospitality industry, value extends beyond the quality of the accommodation and includes the complete guest experience. businesses that understand the different types of customer value are better able to meet guest expectations, increase satisfaction, and encourage repeat business. These values can be divided into 4 areas Functional, Emotional, Life- changing and Social impact which are explored more below.

1.2.2 Functional

This relates to the practical benefits a product or service brings this could include comfortable and safe accommodation, the cleanliness of all areas, having reliable Wi-Fi so guests can work or keep in contact with friends and family while away from home. Having access to good quality food and drinks to keep guests purchases inhouse, Having convenient facilities such as a gym or spa to keep guests relaxed and keep routines normal for those who require it. Efficient and excellent customer service. Guests will expect these needs to be met and provides the basis to form the foundations of a positive experience.

1.2.3 Emotional

This is created through how the guest feels and the experiences they have throughout their stay. This emotional attachment will be a big factor in how the guest remembers their stay. A signature smell, menu item or cocktail at the bar will leave guests wanting to return for that alone. A welcoming atmosphere is fundamental as first impressions last, providing friendly attentive staff alongside personalised service wherever possible can leave the guest feeling valued, relaxed and appreciated. A positive emotional guest experience will leave a lasting impression and help build customer loyalty.

1.2.4 Life-changing

This is when the product or service leaves a meaningful personal imprint on a guest. This is not always easy to accomplish within a hotel, however hospitality businesses can still create meaningful experiences through wellness programmes if they have a spa, memorable celebrations and exceptional service that contribute to guests' wellbeing and lasting memories. These can help guests associate the hotel with important moments in their lives.

1.2.5 Social impact

This is the positive contributions a business makes within the local area and to the surrounding environment. Guests are now much more aware of the environment and prefer a hotel that demonstrates ethical practices these include reducing waste, supporting local suppliers, supporting local charities and employing local people. These can influence the guests inhouse purchases with many choosing local dishes and drinks over others. By aligning with a guest's personal beliefs, attitudes and values this helps improves the hotels reputation and builds strong long-term relationships.

1.2.6 Customer Value Pyramid

"The Elements of Value" – An Interview with Jamie Cleghorn, (2018) state that The Value Pyramid, categorizes the elements of customer value into the levels of a pyramid, with those providing more objective value at the base and those that offer more subjective value higher up. I have used Canva AI to generate my own value pyramid to create a visual representation using the information I have outlined in the above sections.

THE CUSTOMER VALUE PYRAMID

Delivering meaningful value at every level of the guest experience

SOCIAL IMPACT

Positive contributions to people, communities and the environment.



Supports local community



Sustainable practices



Supports local suppliers



Employs local people

LIFE-CHANGING

Creating meaningful experiences and lasting memories.



Wellness and wellbeing



Memorable celebrations



Creating lifelong memories



Personal enrichment

EMOTIONAL

How guests feel and the experiences that create emotional connections.



Feel welcome and valued



Personalised service



Friendly and attentive staff



Relaxation and comfort



Creates lasting impression

FUNCTIONAL

Practical benefits and core services that meet guest expectations.



Comfortable and safe accommodation



Cleanliness of all areas



Reliable Wi-Fi



Quality food and drinks



Gym, spa and recreational facilities



Efficient and excellent service



Convenience and accessibility



Safety and security



Well-trained staff



Consistent service standards



Creating value at every level leads to exceptional guest experiences, strong loyalty and sustainable business success.

1.2.7 Value created for the Business

Kumar et al. (2010) argue that the business should assess customers not only on the revenue they bring the business but also by their Customer Lifetime Value (CLV), Customer Referral Value (CRV), Customer Influence Value (CIV), and Customer Knowledge Value (CKV). These things recognise what the customers bring to the business.

1.2.8 CLV

This is often one of the most relied upon measures that Hotels focus on, But in doing so this can often cause the hotel to focus on the guest that is staying alone for 1 night in the best room who has not reserved a table for dinner or at the bar and overlook the businessman who stays 2-4 nights each month in a lower grade room and has an expense account who eats dinner daily in the restaurant and has a nightcap at the bar this is the guest who will generate a greater long term value.

1.2.9 CRV

Online reviews on platforms such as TripAdvisor and google are how many people decide on where there will book, they will only read the first few reviews and make an instant decision, having good recent reviews with interaction and comments from the hotel can generate more instant bookings. Personal recommendations from a previous guest who refers several friends can create a value that is hard to match that friend then refer their friends and will say oh friend x has also stayed there and loved it. When the friends post photos or talk about their trip the original guest will remember the time they spent there and are more likely to rebook.

1.2.10 CIV

This is becoming more important in hospitality because guests share experiences through social media and online reviews. Guests who has a smaller following can influence more bookings because they are more relatable and the places they stay are often more in budget and a realistic goal for followers, whereas big names with millions of followers will often automatically assume that the hotel is out of reach for them.

1.2.11 CKV

Using surveys sent to guests after checkout, reviews, and even complaints to improve services means even guests who are unlikely to return can provide important value to the hotel helping them to improve and grow and potential guests will be able to see in future reviews that the hotel has acted upon feedback and improved in areas where needed.

In the same article Kumar et al (2010) go on to state that businesses should therefore adopt a wider approach to customer value especially in the hospitality industry where

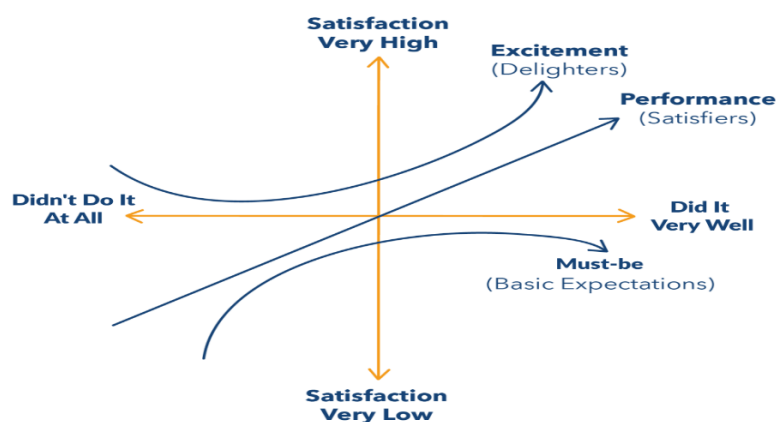
reputation and the customer experience is often the key to higher spending. Considering all 4 of these measures provides a more accurate assessment of the customers overall contribution to the business allowing the business to gage the value from the customers.

1.3 Managing Expectations

Managing customer expectations is essential to a hotel as guests form an expectation before they even arrive at the hotel, these are formed based on advertising, the hotels website, online reviews, personal recommendations and previous experiences. This is backed up by Gribble (2026) who states that Guests expectations are largely formed before even booking, they are not created instantly and are built over repeated exposure to marketing, images and platform summaries. Hotels that understand and manage these expectations by ensuring that the guest's receives the advertised product are more likely to achieve a higher level of customer satisfaction this encourages repeat bookings, higher average spend per guest and build long term loyalty. Many hotels find that using the models set out by Kano and MoSCoW to help to understand the guests needs allowing them to prioritise service improvements.

1.3.1 Kano

 SURVALYZER



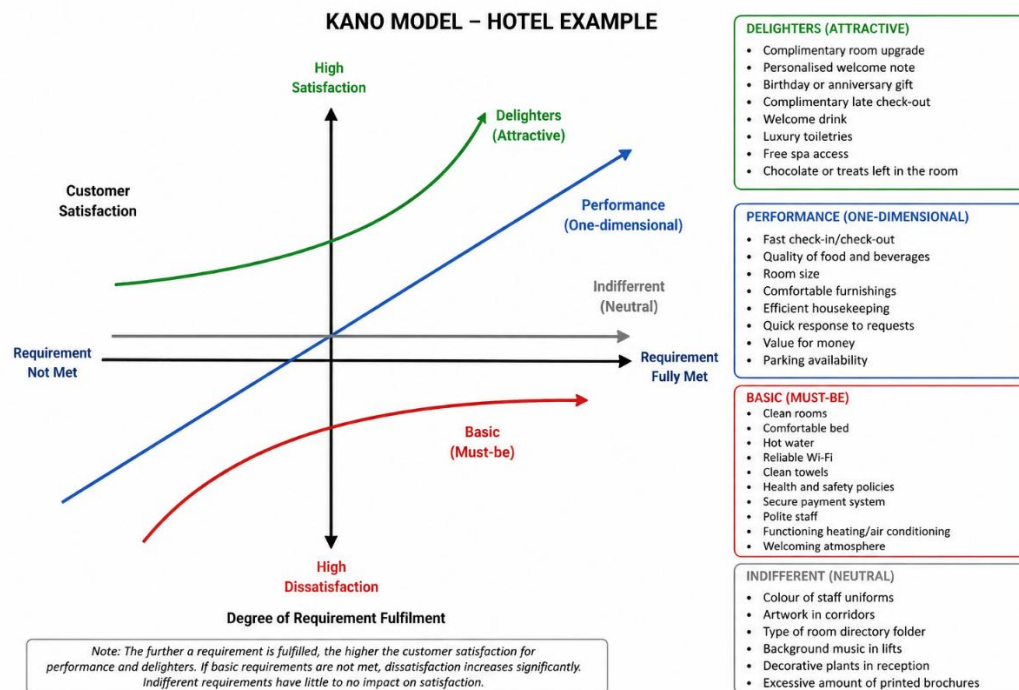
The Kano model puts the guest's requirements into five groups Basic, Performance, Delighters, Indifferent and reverse. Vyas, (2025) explains that it is used to classify customers preferences and learn how particular features impact their satisfaction. Borkowicz, (2024) explains to use it you have 2 Axes, Feature implementation (X axis) to represent how well the feature is implemented and Satisfaction (Y axis) to represent the level of customer satisfaction ranging from very low-very high. The chart is divided into distinct zones with positive above the center line and negative below. Then using feedback from guests from surveys, reviews, social media to identify which zone each requirement belongs to. So, the hotel can understand which products work and which

don't and prioritise those that do. The below table includes some examples of where the hotels products and services would be used in the Kano model.

Requirement	Hotel Product/Service
Basic	Clean rooms, comfortable bed, hot water, reliable Wi-Fi, clean towels, health and safety policies, secure payment system, polite staff, functioning heating/air conditioning, Welcoming atmosphere.
Performance	Fast check-in/check-out, quality of food and beverages, room size, comfortable furnishings, efficient housekeeping, quick response to requests, value for money, parking availability.
Delighters	Complimentary room upgrade, personalised welcome note, birthday or anniversary gift, complimentary late check-out, welcome drink, luxury toiletries, free spa access, chocolate or treats left in the room.
Indifferent	Colour of staff uniforms, artwork in corridors, type of room directory folder, background music in lifts, decorative plants in reception, excessive number of printed brochures.

The Model also includes Reverse attributes which recognises that guest preferences vary, something that increases one guests satisfaction may decrease satisfaction for another this shows the needs of understanding individual needs and preferences.

I have used Canva AI once again to design a personalised diagram using the information in the table above to help understand how the model can be used in the Hotel.



1.3.2 MoSCoW

PRIORITIZATION METHOD

MoSCoW

Must have

Absolutely vital requirements

Should have

High-priority features

Could have

Possible optional features

Won't have

What will not be implemented

The MoSCoW model is a prioritisation technique that categorizes requirements into four distinct groups (Cotgreave, 2025). As illustrated in the diagram above it is simply used to prioritise improvements into four categories. Using customer feedback and the knowledge the hotel already has it allows the hotel managers to allocate the appropriate resources where needed to increase guest satisfaction.

In the table below are some examples of what guests may be looking for when booking and why they are important.

MoSCoW Priority	Hotel Product/Service	Reason Why
Must Have	Clean bedrooms and bathrooms, comfortable beds, health and safety procedures, reliable and fast Wi-Fi, secure payment systems, functioning heating/air conditioning, professional customer service.	These are essential for the hotel to operate successfully and meet guests' basic expectations. Without them, customer satisfaction and business operations would be significantly affected.
Should Have	Efficient check-in and check-out, quality food and beverage service, regular housekeeping, prompt maintenance, luggage assistance,	These services are important to delivering a high-quality guest experience and contribute significantly to customer

	parking on site, room service, guest loyalty programme.	satisfaction. Although the hotel could continue operating without them for a short period, they should be implemented as soon as possible to maintain service standards and remain competitive.
Could Have	Complimentary welcome drink, room upgrades, late check-out, luxury toiletries, spa discounts, personalised welcome notes, seasonal events.	These are desirable extras that would enhance the guest experience but are not essential to the hotel's day-to-day operation. They are often introduced when budgets and resources allow.
Won't Have	24-hour butler service, a rooftop infinity pool, virtual reality guest experiences, a dedicated concierge app, fully automated smart rooms throughout the hotel.	These features are not a priority due to budget, operational limits and lack of demand. They may be considered in the future but are not essential to meeting guest expectations or achieving current business objectives at this time.

The Kano and MoSCoW models complement one another by identifying which hotel services have the greatest impact on guest satisfaction and then prioritising improvements. Using the knowledge gained enables managers to make informed decisions and allocate resources. However, both models rely on accurate customer feedback, and because guest expectations change regularly, they should be under constant review.

1.4 Customer Centrality

According to Pipedrive, (2024) Customer centrality is the approach that prioritizes exceptional value and customer experience over sales to build strong, mutually beneficial relationships. It is just as important to build relationships with existing customers as it is to acquire new customers. Hotels aim to understand the guest needs and create good value throughout the entire customer journey. By using the Knowledge gathered about the guest the hotel can build a long-term relationship. The concept that customers should always be at the centre and are the driving force behind marketing planning and creating value for customers is real customer centrality.

Businesses often progress through several stages when developing customer centrality. They first become customer aware by recognising the importance of customer needs, customer understanding by collecting information about their guests, customer committed by investing in improvements, customer focused by designing services around guest expectations, and finally customer centric by placing the guest at the centre of every business decision. The five stages of customer centrality shown in the table below demonstrate how hotels can apply this approach by identifying and meeting guest needs throughout the customer journey.

Stage	What it means and why it is important	Example within the hotel
Current Needs	The basic requirements guests expect to receive during their stay. If these are not met, they are unlikely to return.	Clean rooms, comfortable beds, reliable Wi-Fi, friendly staff, quality food, secure payment and a safe environment.
Future Needs	These are things guests may expect in the future as technology and customer expectations change. Hotels need to plan to stay competitive.	Mobile check-in, digital room keys, EV charging points, sustainable practices and smart room technology.
Desired Needs	These are the extra touches that make a guest's stay more enjoyable and memorable. They are not expected but can increase satisfaction and loyalty.	Complimentary room upgrades, spa treatments, welcome gifts, late check-out and personalised celebrations.
Information Needs	Guests need clear and accurate information before, during and after their stay so they know what to expect.	Booking confirmations, check-in and check-out times, restaurant opening hours, local attractions and quick responses to enquiries.
Product Availability	Guests expect the services they want to be available when they need them. If they are not, it can affect their experience.	Available rooms, restaurant bookings, spa appointments, parking spaces and room service during opening hours.

Customer satisfaction and customer loyalty while similar are not the same thing. Rastegar-Panah, (2026) says customer satisfaction is how the customer feels after the interaction whilst Customer loyalty according to Ramroop, (2026) is when customers reward companies with repeated business over a long period. A satisfied guest may choose to visit another hotel based on price or location whilst a loyal guest will return

because they trust the hotel and value the service. A large part of ensuring customer loyalty is understanding why some guests return and why others do not, identifying these can help the hotel to identify the areas it needs to improve the table below includes some examples.

Why Guests Stay	Why Guests leave
Consistent good service	Poor customer service
Personalised experiences	Negative experience
Trust in the Hotel	Better value offered elsewhere
Friendly and knowledgeable staff	Inconsistent standards
Positive previous experiences	Unresolved complaints and feel unheard
Convenient location	Poor online reviews
Good pricing and value for money	Prices increased without added value

Many hotels use loyalty schemes to encourage repeat bookings through discounts, reward points and exclusive offers. However, these schemes can create behavioural loyalty rather than genuine customer satisfaction, with some guests remaining loyal out of habit or feeling tied to the brand. Customer satisfaction and customer loyalty work together, as consistently satisfied guests are more likely to become loyal customers who return and recommend the hotel to others.

1.5 Segmentation

Twilio, (2026) Informs that Customer segmentation is the process of organising customers into specific groups, with an aim to deliver a more relevant experience. This is more practical than treating them all the same, segmentations allows the Hotel to understand and tailor the serviced offered to the right target market, it allows appropriate marketing and personalised services. Hospitality businesses will often divide guests into Business to Business (B2B) and Business to Consumer (B2C) markets. Heaslip, (2025) explains the difference between the two using the CLV a B2B customer will normally bring more business over a prolonged period whereas a B2C customer may be smaller one-off purchases. In the hospitality industry B2B guests may be organisations that book on behalf of clients and are often influenced by the deals they can get and the amenities available for their clients. B2C would refer to the guests who book personally for their own use they are influenced by promotions, location, reviews and personal recommendations. Understanding these differences enables hotels to deliver targeted marketing, improve customer satisfaction and build stronger relationships. However, segmentation has limitations, as customers within the same group may have different preferences. Hotels should therefore combine segmentation with guest feedback, surveys and online reviews to personalise the guest experience wherever possible. The below table demonstrates how customer segmentation works within the hotel and how the marketing differs for each group.

Segment	Example of who	Assumed Needs	Marketing Approach
B2C	Couples	Romantic breaks, dining experiences	Social media campaigns, Valentine's packages, email offers, personalised promotions
B2C	Families	Family rooms, children's activities, value for money	School holiday promotions, family packages, children's activities, Social Media advertising
B2C	Leisure travellers	Relaxation, sightseeing, local attractions	Seasonal offers, Google advertising, Instagram, destination marketing
B2C	Wedding/events guests	Accommodation, celebration packages	Wedding fairs, venue tours, brochures, personalised consultations and follow-up emails
B2C	Spa guests	Relaxation, treatments, good food	Spa packages, influencer marketing, gift vouchers, wellness promotions
B2B	Corporate clients	Business travel, meeting rooms, flexible booking, workspace	Corporate contracts, LinkedIn marketing, direct sales, account management
B2B	Conference & event organisers	Meeting facilities, catering, accommodation	Business networking, trade exhibitions, corporate brochures, direct sales
B2B	Physical Travel Agents	Reliable accommodation, competitive commission, flexible booking	Trade partnerships, familiarisation free trips, travel trade events, agent incentive

B2B	Online travel agencies and third-party booking sites.	Competitive rates, room availability, accurate property information	Optimised hotel listings, promotional offers, high-quality images, reputation management and review responses
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Although customer needs vary, effective segmentation provides a strong foundation for targeted marketing, improved customer satisfaction and increased customer loyalty.

1.6 Customer Relationship Management

Customer relationship management as explained by (Barney et al (2025) is the combination of practices, strategies and technologies that companies use to manage and analyse customer interactions and data. The goal is to improve customer service relationships, aide customer retention and drive sales. Within the hospitality industry CRM supports knowledge management by capturing valuable information throughout the customer journey this includes booking preferences, previous stays feedback and purchasing behaviour. This knowledge enables the hotel to personalise services, improve communication and deliver a more guest focused experience, by understanding the individual guest preferences the hotel can strengthen relationships and increase customer satisfaction and encourage repeat business.

CRM systems work by collecting information from all guest interactions this is from the first point of contact to the after sales support and everything in between. This information is stored within a central database where it can be analysed to identify customer preferences, purchasing behaviours and future needs which hotels then use to personalise communication through tailored promotions, personalised welcomes special occasions offers for birthdays, anniversaries etc. having this information in a database accessible to all staff allows a consistent level of service, improves communication and keeps the hotel operating smoothly to create an enjoyable experience. Successful implementation requires staff training, clear procedures for recording customer information and regular monitoring to ensure the data remains accurate and up to date.

The diagram below illustrates the typical CRM journey within a hotel, demonstrating how customer information is collected at each stage of the guest journey and used to personalise future interactions.



Effective CRM enables hotels to provide the best customer value, improving customer satisfaction, loyalty and retention. CRM also supports sales and marketing by identifying opportunities to promote room upgrades, restaurant booking, spa packages and any offers.

The Customer voice is an important part of CRM, as feedback collected through guest surveys, online reviews, complaints and social media helps hotels identify strengths and areas for improvement. This information enables managers to make informed decisions and continually improve the guest experience. However, CRM systems rely on accurate customer information and staff using the system consistently. Hotels must also comply with data protection legislation when collecting, storing and using customer data.

Section 2: Understanding Operational Quality Systems

Operational Quality management system are structured frameworks that define and documents an organization's processes, procedures, and responsibilities for achieving quality policies, practices, and objectives (What Is a Quality Management System (QMS)? | ASQ, 2024). Quality systems help businesses create standard operating procedures allowing a consistent level of service, monitor performance and identify areas for improvement. There are many Quality approaches that a business can apply to help with this that. The best two that I have found to use within a hotel are Total Quality Management (TQM) and Demings Plan-Do-Check-Act (PDCA) cycle.

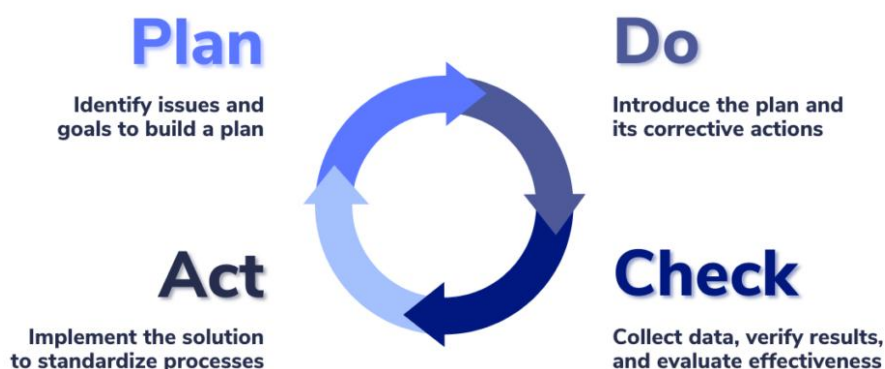
2.1 TQM



The TQM model is an approach that focuses on continuous improvement by involving all staff and suppliers to work together within the hotel and ensuring everyone is delivering high quality service and products. To properly execute TQM methods, the entire organization needs to operate as a single unit in the pursuit of excellence (Watts, 2020). Customer satisfaction is at heart of TQM with improvements being made through teamwork, training, and reviewing all process often. Within a hotel TQM encourages all departments to work together creating a consistent experience. By reducing errors, improving communication and high standards it creates greater customer value, strengthens guest satisfaction and encourages loyalty.

2.2 Deming PDCA

PDCA Cycle (Plan-Do-Check-Act)



Demings Plan-Do-Check-Act Cycle provides a structured method the hotel uses 4 easy steps

PLAN- Identify an issue such as long check in times-introduce an idea such as online check in before arrival and additional staff during peak times.

DO- provide the relevant training and trial this for a set period.

CHECK- Monitor average check in times during this trial period and review guest surveys and feedback.

ACT- If this trial is successful implement this process permanently, if not review why and start the process again.

As stated by Metivier, (2023) When implemented correctly, PDCA creates a structured approach to problem-solving that prevents recurring issues and drives sustainable improvements.

TQM and Deming provide the strongest framework for improving quality within the hospitality industry, some other quality approaches can work well alongside such as Six Sigma which can help reduce errors and improve consistency, Juran's Quality Trilogy which focuses on planning, control and improvement, and Garvin's Eight Dimensions of Quality provide a framework for measuring service quality. Using these alongside TQM and Deming can help hotels deliver the consistent service, customer value and enhance the overall guest experience.

Section 3: Connecting Quality to Customer Experience Outcomes

The quality approaches discussed throughout this assignment work together to improve the customer experience and create long-term value for both the guest and the hotel. TQM provides the foundation by encouraging every department to work together to deliver a consistently high standard of service. From the first point of contact through to departure and aftercare, every interaction contributes to the overall guest experience, helping to build trust, customer satisfaction and develop long-term relationships.

Deming's PDCA cycle supports TQM by providing a structured approach to continuous improvement. Together, TQM and Deming strengthen customer relationships by encouraging hotels to continuously improve their services while maintaining consistent standards. By listening to guest feedback and making ongoing improvements, hotels can increase customer satisfaction, encourage repeat visits and create greater customer value. This not only improves customer retention and loyalty but also strengthens the hotel's reputation, helping to achieve sustainable business growth through consistently delivering a high-quality guest experience.

Conclusion

Creating a positive customer experience requires hotels to understand guest needs, deliver consistent service and continually improve their operations. This report has demonstrated how customer value, customer centrality, segmentation and CRM work together to strengthen customer relationships and encourage loyalty. It has also shown that Total Quality Management (TQM) and Deming's PDCA cycle provide practical approaches to improving service quality, increasing customer satisfaction and supporting continuous improvement. By placing guests at the centre of decision-making and maintaining high operational standards, hotels can create greater customer value, encourage repeat visits and strengthen their long-term competitiveness.

Recommendations

Delivering an excellent customer experience requires hotels to continually review their services, involve staff in quality improvement and adapt to changing guest expectations. The following recommendations would help improve customer engagement, enhance the guest experience and strengthen long-term customer loyalty.

Invest in ongoing staff training and development to ensure all employees consistently deliver high-quality customer service. Well-trained staff are better equipped to personalise the guest experience, resolve issues efficiently and contribute to the continuous improvement culture promoted by Total Quality Management (TQM).

Regularly review operational processes using Deming's PDCA cycle, focusing on areas such as housekeeping, food and beverage services, or guest communication. This enables the hotel to identify areas for improvement, implement changes, monitor their effectiveness and standardise successful practices.

Increase personalisation throughout the guest journey by recognising returning guests, celebrating special occasions and tailoring services to individual preferences. Creating memorable experiences encourages repeat visits, strengthens customer relationships and generates positive word-of-mouth recommendations.

Implementing these recommendations would help the hotel deliver a more consistent guest experience, strengthen customer relationships and increase long-term customer loyalty. This supports greater customer value while contributing to sustainable business growth.

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